

OTIC

Overmind Technology Implementation Cycle

Modern businesses face many [types of organizational change](#), from evolving industries, technology advancements, changing business models, cultural shifts, leadership turnover, organization restructures, and more.

For larger organizations, transformational change projects are anything but easy. They require a dedicated [change management](#) strategy to prioritize, navigate, and achieve change success.

Change management models enable organizations to progress change projects from idea to implementation. Change models provide proven frameworks that empower leaders with a strategic vision to drive business outcomes from transformational projects.

Change management models are designed to act as compasses that guide organizations through difficult transitional periods and navigate employees to adapt and adopt new processes, ultimately maximizing ROI from change initiatives.



OTIC consists of 3 layers.

1. Improved Satir Layer

The model, grounded in humanistic psychology, identifies emotional responses and stages people typically go through when facing change. It has been widely applied to organizational change. The model outlines five stages:

- **Hidden dissatisfaction**
 - This is the starting point, where things are stable, familiar, and predictable, although not necessarily positive or ideal. In this stage, people feel comfortable with the status quo and are resistant to change hiding their dissatisfaction.
 - **Characteristics:** Stability, routine, limited growth or innovation, latent dissatisfaction.
- **Resistance**
 - When a new element or catalyst for change is introduced, people often react with resistance. This stage involves feelings of fear, anxiety, and defensiveness as people confront the uncertainty and potential disruption of their current situation.
 - **Characteristics:** Denial, skepticism, or even anger.
- **Chaos**
 - As the change progresses, there is often a period of chaos where people feel a loss of control and normalcy. Old ways no longer work, but new routines and solutions have not yet emerged, leading to confusion and stress.
 - **Characteristics:** Disorganization, frustration, insecurity, sometimes panic.
- **Integration**
 - At this stage, people start experimenting with new behaviours, beliefs, or ways of working. As they become more familiar with the change, they begin to see its benefits, although they may still be tentative in their acceptance.
 - **Characteristics:** Openness to new ideas, testing and trial, gradual acceptance.
- **New Normal**
 - In this final stage, people have fully accepted the change, and it becomes part of the new normal. The group or individual reaches a stable state, incorporating the change into their daily life or work.
 - **Characteristics:** Stability, acceptance, improved function, confidence.

2. Improved Kotter Layer

Kotter's **8-Step Change Model** is a widely recognized framework for implementing successful organizational change. Developed by Dr. John Kotter, a professor at Harvard Business School, this model emphasizes creating urgency, building a guiding coalition, and embedding changes in the culture to make transformations more sustainable.

1. Urge

- For change to happen, Kotter argues that at least 75% of a company's management needs to be convinced of the necessity of the change. This stage involves identifying potential threats and opportunities, starting conversations, and sparking motivation to get people talking about why change is needed.
- **Actions:** Analyse the market and competition, highlight potential crises and competitive disadvantage and discuss potential rewards for prompt action.

2. Cultivate

- Change needs strong leadership and visible support from key stakeholders. This step involves identifying influential leaders across the organization and forming a coalition of people with the power to lead change.
- **Actions:** Assemble a team with diverse skills, authority, and influence, and work on building trust and a shared commitment to the change.

3. Build

- Having a clear vision and strategy helps everyone understand the end goal and how to achieve it. This vision should be simple and easy to communicate to everyone in the organization.
- **Actions:** Develop a vision that reflects the desired change, create a strategy to achieve it, and ensure that the vision can be understood in five minutes or less.

4. Ally

- Effective communication is critical in driving acceptance and to build allies for the change. This involves sharing the vision with as many people as possible and addressing concerns or fears openly.
- **Actions:** Regularly talk about the change vision, connect it to daily operations, and demonstrate the expected changes through action.

5. Remove

- Identify and eliminate obstacles that could hinder the change. This might include changing structures, processes, or attitudes that could prevent people from adopting the new vision.
- **Actions:** Empower others by removing barriers, provide training, encourage problem-solving, and reward efforts toward change.

6. Perform

- Short-term wins are essential for motivation. These are smaller, quick successes that help people see the benefits of the change and keep momentum going.
- **Actions:** Look for easy, early wins that can be publicly celebrated, set achievable goals in the short term, and recognize the contributions of those who achieve them.

7. Sustain

- Kotter warns against declaring victory too soon. Instead, he recommends using the momentum from short-term wins to tackle bigger changes, ensuring that each success builds on the last.
- **Actions:** Analyse what went right and wrong after each win, and set goals to keep pushing forward. Introduce additional changes, reinforcements, and continuous improvement measures.

8. Root

- For long-term success, changes need to become part of the organizational culture. This means that the new ways of doing things should be seen as the standard.
- **Actions:** Communicate the link between new behaviours and organizational success, and ensure leadership continually reinforces the vision. Embed change values in hiring, training, and development processes.

3. Change Agent Layer

In AI projects, **internal** and **external change agents** play distinct yet complementary roles in driving and facilitating change. Their involvement is crucial for ensuring a smooth transition to AI-enabled processes, maintaining employee engagement, and fostering alignment between the technical aspects of AI and organizational objectives.

Key Roles of Internal Change Agents:

1. **Championing AI Initiatives:**
Internal change agents advocate for AI by helping employees understand its benefits, demonstrating AI's potential to improve workflows, and fostering a positive perception of change.
2. **Facilitating Communication:**
They serve as a communication bridge between technical teams, leadership, and end-users. By doing so, they ensure that all teams are aligned and informed, reducing misunderstandings and resistance.

3. **Cultural Alignment and Training:**

Internal agents tailor AI implementation to fit the organization's culture and existing workflows. They organize training sessions and upskilling initiatives to help employees adapt to AI-powered tools and processes.

4. **Managing Resistance and Building Trust:**

Since they are familiar faces, internal agents often have more trust from employees, making them effective in addressing fears or misconceptions. They provide ongoing support and feedback to teams, helping to reduce resistance to AI.

5. **Sustaining Long-Term AI Integration:**

After implementation, internal agents ensure that AI is used effectively by monitoring its application, gathering feedback, and refining processes to sustain long-term adoption and improvements.

External Change Agents

External change agents are usually consultants, AI experts, or technology vendors brought in from outside the organization. They offer specialized knowledge, best practices, and an objective perspective that can be invaluable in planning and executing an AI project. External agents often bring experience from previous projects and help set up frameworks to ensure that the AI solution aligns with industry standards and organizational goals.

Key Roles of External Change Agents:

1. **Providing Expertise and Best Practices:**

External change agents bring in-depth knowledge of AI technologies, methodologies, and frameworks, ensuring that the organization adopts efficient, effective, and up-to-date practices.

2. **Objective Assessment and Strategic Planning:**

As outsiders, external agents can provide unbiased insights into existing workflows, identify potential barriers, and recommend strategic improvements that internal staff may overlook.

3. **Project Management and Execution:**

They assist in project planning, timeline management, resource allocation, and task prioritization, ensuring that the AI project stays on track and achieves the desired outcomes.

4. **Training and Knowledge Transfer:**

External agents train internal staff to manage AI tools and processes independently, providing documentation and resources that help sustain the change after the engagement ends.

5. **Ensuring Compliance and Ethical Standards:**
They help the organization navigate complex AI ethics, data privacy, and regulatory considerations, providing frameworks and policies to ensure responsible AI usage.

Collaboration Between Internal and External Change Agents

For an AI project to succeed, internal and external change agents need to work closely together. **Internal agents** provide knowledge of the organizational landscape, while **external agents** bring in specialized skills and a fresh perspective. Together, they ensure the AI initiative is both **technically sound** and **organizationally compatible**, enabling a smoother implementation and a higher chance of sustainable change.